

AU/ACSC/7421/AY09

AIR COMMAND AND STAFF COLLEGE

AIR UNIVERSITY

Transforming the Air Force: Bridging the Gaps with Servant-Leadership

By

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A Research Report Submitted to the Faculty

In Partial Fulfillment of the Graduation Requirements

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Maxwell Air Force Base, Alabama

April 2009

Distribution A: Approved for public release; distribution unlimited.

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE APR 2009		2. REPORT TYPE N/A		3. DATES COVERED -	
4. TITLE AND SUBTITLE Transforming the Air Force: Bridging the Gaps with Servant-Leadership				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Air Command And Staff College Air University Maxwell Air Force Base, Alabama				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release, distribution unlimited					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT This research paper provides a brief look at the Chief Staff of the Air Force (CSAF), General Norton A. Schwartz, vision for a transformation and his call for every United States Air Force (USAF) members wisdom, insight, innovation, and leadership. After an examination of the CSAFs transformation quest, the paper encourages the practice of Servant-Leadership to meet his challenges. A historical look at one influential leader, Dr. Martin Luther King Jr., demonstrates how the servant-leadership philosophy facilitated greatness among the various people he led. Additionally, highlighted is a focus on how many leaders, military and civilian, assert that we as a nation have trained an enormous manager population but have failed to educate authentic leaders. This arrangement centers on how to get beyond the current USAF learn-leadership-on-the-fly mentality and focuses on mentoring the next generations leaders. Finally, this paper provides possible solutions to the problem of balancing the challenges issued by the CSAF with the creation of wise as well as insightful future USAF leadership.					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT SAR	18. NUMBER OF PAGES 39	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

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Abstract

This research paper provides a brief look at the Chief Staff of the Air Force (CSAF), General Norton A. Schwartz', vision for a transformation and his call for every United States Air Force (USAF) member's wisdom, insight, innovation, and leadership. After an examination of the CSAF's transformation quest, the paper encourages the practice of Servant-Leadership to meet his challenges. A historical look at one influential leader, Dr. Martin Luther King Jr., demonstrates how the servant-leadership philosophy facilitated greatness among the various people he led. Additionally, highlighted is a focus on how many leaders, military and civilian, assert that we as a nation have trained an enormous manager population but have failed to educate authentic leaders. This arrangement centers on how to get beyond the current USAF *learn-leadership-on-the-fly* mentality and focuses on mentoring the next generation's leaders. Finally, this paper provides possible solutions to the problem of balancing the challenges issued by the CSAF with the creation of wise as well as insightful future USAF leadership.

Introduction

There are a number of significant difficulties in today's United States Air Force (USAF)-the Global War on Terrorism (GWOT) or what has recently been termed the "Long War;" personnel draw downs; weapon system acquisitions; and the newest buzz word, "transformation." The focus of this paper is on one strategic component of the USAF's transformation quest--the transformation of leadership. More specifically, it will center on servant-leadership and its impact on the Chief Staff of the Air Force's (CSAF) transformational vision.

This paper first explores the significance of the USAF transformation, followed by an examination of three notable characteristics of servant-leadership (Foresight, Commitment to the Growth of People, and Building Community) and their historical influence through the eyes of a famous leader. Next, it will look at servant-leadership and its comparison to the terms leadership and management. Finally, it will address how the practice of servant-leadership can affect the Airman on the flight line, to the four-star general running a MAJCOM, and everyone in-between.

Whether one studies Sun Tzu's, The Art of War, Martin Luther King Jr's unprecedented passion for equality, or even Vince Lombardi's coaching genius, one can easily find models for inspirational leadership and strategies for success. Inspirational leadership conveyed through motivational speakers boosts the passion of its audience because it taps into emotions. However, more often than not, this boost is only a temporary surge. Thus, discovering lasting change that sweeps an entire group or organization becomes much more elusive. If those in leadership positions simply implement "*the plan*" (whatever that may be) instead of modeling change throughout the organization, then "*the plan*" becomes just another short-term management technique that does very little to effect the desired long-term change. So what is it that draws

people to a leader? Is it charisma, passion, kindness, or fairness? Is it the ability to cast a vision that the entire organization can understand and support? It probably consists of a combination of these traits and usually depends on the people being led.

As members of the USAF, we all swore an oath to protect and defend the constitution of the United States against all enemies foreign and domestic. Whether we knew it or not, by swearing that oath, we accepted the responsibility to lead our subordinates. Speaking from my own experience, I have worked for a great deal of highly qualified managers over the past 24 years but only for a few life-changing, organization-transforming leaders. Unfortunately, running from meeting to meeting and desperately trying to stay ahead of the piles of paperwork have taken the place of leading our organizations and developing our subordinates as future leaders. This is not to insinuate that those caught up in the quagmire of managing people are not capable of or are unwilling to lead. By in large, those in leadership positions want to lead their subordinates. However, many, as mentioned above, are too caught up in the daily grind to focus on relevant, lasting change which unfortunately allows the immediate cost to overshadow the long-term benefits.

Leadership goes well beyond the following definition: “Leadership is the art of influencing and directing people in such a way as to obtain their willing obedience, confidence, respect and cooperation.”¹ In fact, when it comes right down to it, “there are no quick and easy answers to becoming an effective and efficient leader.”² Leadership is difficult and enduring work. It is a lifelong process of building and molding not only your skills but also the skills of your subordinates. Our society with its microwave (I want it now) attitude often pushes us to find the quick fix to a given situation. Yet the problem is the quick fix or *plug and play* solution, rarely serves the long-term goals of an organization. Servant-Leadership is a transformational

philosophy that is about authentically leading and developing one's subordinates as well as oneself. It is about the Air Force's core value of *service before self* and placing unit needs above your individual needs; it is about living above the level of mediocrity and striving to mentor others in an effort that allows the entire organization to thrive; it is about integrity and doing what is right all the time.

Although the USAF did not perform the following study, I believe the results of the survey are significant enough to illustrate common leadership failures. "In April 2000 Army Chief of Staff, General Eric Shinseki, commissioned a survey of 760 Army officers at the Command and General Staff College at Fort Leavenworth, Kansas. The purpose of the survey was to understand why so many captains, in particular, were leaving after five to ten years of service. The results were startling and revealed that many had scathing criticism of the Army's current leadership. Some of the reasons for leaving included lack of trust, loyalty, lack of straight talk in briefings, credibility, decreasing benefits, and less-than-meaningful work."³ Reviewing the list of reasons given for those officers leaving the military after serving for five to ten years, highlights the lack of positive, lasting leadership.

On September 16, 2008, at the Air Force Association (AFA) conference, the new CSAF, General Norton A. Schwartz, addressed a crowd of military and civilian leaders on the following topics: being a part of the joint fight, acquiring a new tanker, securing the nuclear enterprise, and increasing unmanned aircraft systems. However, the underlying theme that held his speech together was his determined focus on transformation, viewed through the lens of leadership. General Schwartz started his speech with these opening remarks, "As I begin my tenure as Chief of Staff of the world's finest Air Force, we find that Air Force at a critical point...it's not news to anyone that this year's event [the AFA conference] takes place during a strategically significant

period of our Service's history...I need your wisdom, insight, innovation, and leadership.

Everyone here is a leader, and we will need everyone's best effort to make this work a success."⁴

General Schwartz ended his AFA conference speech with the following statements, "We will restore confidence and trust by: re-emphasizing compliance in our routines and inspection processes, accountability and military discipline, and by returning to the basics of precision and reliability that have sustained our reputation for decades...by re-emphasizing that everyone is a leader, that everyone is responsible and accountable for their individual performance and the performance of their team, and by reinforcing the reality that everyone contributes."⁵ The next portion of this paper will define and expand on three servant-leadership characteristics in an effort to provide a framework for the servant-leadership philosophy.

Three Notable Servant-Leadership Characteristics

Foresight

According to Larry Spears' book, *Focus on Leadership: Servant-Leadership for the 21st Century*, foresight is defined as, "being closely related to conceptualization. The ability to foresee the likely outcome of a situation is hard to define but easier to identify. One knows foresight when one experiences it. Foresight is a characteristic that enables the servant-leader to understand the lessons from the past, the realities of the present, and the likely consequence of a decision for the future."⁶ Within the military structure, foresight is useful at all levels from a young Airman on the flight line to a Four Star General running a Major Command. Everyone enters the Air Force with their own distinct background and experiences; so each service member has the ability to make an impact in his/her organization based at least on his/her own background.

Collectively each person's past experiences can be used in a section, flight, or even at the squadron level to enhance the collective goal of his/her unit. "Foresight is critical in helping organizations move from survival outlook, reacting to the immediate events, to being proactive, moving with an incremental plan."⁷ As mentioned in the introduction, many USAF leaders are too caught up in the daily grind to focus on relevant, lasting change. Using the past as a measuring stick, leaders can usually discern the possibility of future actions within their units. Thus watching for and being aware of specific patterns provides the leader at any level the insight he/she needs to make a solid decision.

Robert Greenleaf sees foresight as, "A better than average guess about what is going to happen in the future."⁸ In many cases when decision time comes, a leader is stuck with just that - a better than average guess. In addition, any leader knows that anxiety goes hand-in-hand with leadership. "Greenleaf points out two such anxieties: (1) the anxiety of holding a decision until as much information is in as possible; and (2) the anxiety of making the decision when there really is not enough information, which he says is usually the case in crucial decisions."⁹ As a leader, one must realize that he/she will never have all the information needed to make a decision. A decision is made with the information one has at the time the decision is needed, and a leader must trust the decision he/she made. The key to servant-leadership is taking subordinates with you, allowing them to be a part of those decisions from the very beginning.

Commitment to the Growth of People

Larry C. Spears defines "Commitment to the Growth of People" as:

Servant-leaders believe that people have an intrinsic value beyond their tangible contributions as workers. As such, the servant-leader is deeply committed to the growth of each individual within his/her organization. The servant-leader recognizes the tremendous responsibility to do everything in his/her power to nurture the personal and professional growth of employees and colleagues. In practice, this can include (but is not limited to) concrete actions such as making funds available for personal and professional

development, taking a personal interest in the ideas and suggestions from everyone, and encouraging worker involvement in the decision making process.¹⁰

The commitment to the growth of people requires a leader to step outside of his/her comfort zone and get back to the basics of mentoring and coaching--both of which are addressed later in this paper. James C. Hunter says, "We need to create an environment in which people are supported and encouraged to grow and develop as leaders."¹¹ Obviously, in the military there are times when a leader must make a decision and his/her subordinates are obligated to support that decision. However, in many situations, leaders have both the capacity to encourage and the ability to show their subordinates why and how decisions are made through mentoring, thus building a servant-leader organization.

Most people want to be a part of the bigger picture; they want to rise to the top and be rewarded for accomplishing great feats. As one in a leadership position, you can assist your subordinates in becoming servant-leaders themselves by following these four steps: (1) set the standard; (2) provide feedback; (3) get them involved at the next level; and (4) help them to do the same for their subordinates. Setting the standard is a very important step when you enter a new position or when you welcome a new subordinate to the team. By clearly laying out your vision, many of your subordinates will see something they have never seen before--a superior that cares. By caring for the personal and professional growth of each direct subordinate and asking each of them to do the same for their subordinates; you are creating an environment that fosters the servant-leader mindset.

Providing feedback to subordinates is a significant part of keeping any organization healthy. Unfortunately, many in leadership positions avoid giving their subordinates feedback because they loathe controversy. For some, this aversion takes root in their own failures. Yet, feedback is a perfect time to share with your subordinates about your past successes and failures.

Again, it allows them to see that you struggle with similar leadership issues. Outside of the normal USAF feedback process, there are additional business feedback tools. One such tool is the Leadership Skills Inventory as outlined in appendices 1-3 of James Hunter's book, *The World's Most Powerful Leadership Principle: How to Become a Servant-Leader*.

Involving your subordinates at your level increases their potential for success. Your subordinates can rarely understand the intensity behind your actions and decisions if they have not had the opportunity to view your position through your eyes. In addition, by involving them in daily decisions and by allowing them to see how the organization runs from your level, their insight increases, which gives them a better grasp of how they can better accomplish the tasks they are assigned. Once again, this involvement shows your subordinates that you care for their personal and professional growth. You are strengthening your organization by allowing the use of you subordinates' unique gifts and talents as well as encouraging them to do the same with their subordinates. When your commitment to the growth of your people takes root, you will know your efforts have paid off and so will others! Then you can look outside your organization and start building a community of servant-leaders.

Building Community

The last of the three notable servant-leader characteristics is the "Building of a Community" and it is described by Spears as:

The servant-leader senses that much has been lost in recent human history as a result of the shift from local communities to large institutions as the primary shaper of human lives. This awareness causes the servant-leader to seek to identify some means for building community among those who work within a given institution. Servant-Leadership suggests that true community can be created among those who work in businesses and other institutions. Greenleaf said, All that is needed to rebuild community as a viable life form for large numbers of people is for enough servant-leaders to show the way, not by mass movements, but by each servant-leader demonstrating his/her unlimited liability for a quite specific community-related group.¹²

Building Community is simply taking the previous step of the Commitment to the Growth of People to the next level. If you lead a section, take your servant-leadership traits to the flight level; if you lead at the flight level, take it to the squadron level and so on. Furthermore, if you are involved in the Airmen Leadership Council (ALC), bring servant-leadership across to that organization and watch others take it from the ALC back to their organizations. The building of a community is accomplished by each servant-leader demonstrating his/her own willingness to care enough for the personal and professional growth of their peers and subordinates.

Building Community is about caring and being in real relationships with real people in real situations.¹³ In Kent Keith's book, *The Case for Servant-Leadership*, he mentions something one rarely hears in today's society, "The most effective leaders do not seek power, wealth, or fame--they seek to make a difference in the lives of others."¹⁴ Think about this quote for a few minutes. Now think back to your last boss that did not seek power, wealth, or fame, and you may find that he or she had a few servant-leadership characteristics. When truly grasped and applied, the servant-leadership philosophy can be life-changing.

To understand how servant-leadership applies to the CSAF's transformation vision, one must first understand the difference between the traditional definitions of leadership and management. Unfortunately, the terms leadership and management are often used synonymously but the words vary greatly in definition. The next portion of this paper will differentiate the concepts of leadership and management in order to provide a framework for the servant-leadership philosophy.

Leadership & Management

Although many believe that leadership and management are similar traits, the fact remains that they are drastically different. James Hunter in his book, *The World's Most Powerful Leadership Principle: How to Become a Servant-Leader*, speaks to the differences:

Management is about the things we do: the planning, the budgeting, the organizing, the problem-solving, being in control, maintaining order, developing strategies, and a host of other *things*. Management is what we *do*. Leadership is who we *are*...Leadership is influencing people to contribute their hearts, minds, spirits, creativity, and excellence and to give their all for the team.¹⁵

It is said that a leader leads his/her soldiers, sailors, airmen, and/or marines into battle and that one manages for example an acquisition program. We lead people. We manage programs. This is not to say that an acquisition program manager does not lead; it simply shows one difference between leadership and management. An acquisition program manager can lead his/her people while managing the program. Just like a squadron commander manages many squadron programs while leading his/her airmen. In the USAF, as well as the additional branches of the military and in corporate America for that matter, a good mix of both qualities are needed if one desires to be successful.

For probably as long as the word leadership has existed, there may have been debates as to one's ability to lead. Some say people are born with the ability to lead and others say leadership is learned over time. I do not believe leaders are born with an inherent trait to lead. I believe leaders are molded and grown over time. As stated above, leadership is a lifelong learning process. Retired General Thomas C. Richards wrote the following on leadership in the late 1980s while serving as the Deputy Commander in Chief, Headquarters US European Command, "Leadership is a vital part of today's Air Force; therefore, we cannot depend on born

leaders--we must build them through formal training and progressive levels of responsibility. This training must begin early in both the enlisted and officer forces.”¹⁶

Leadership defined

The word leadership is defined by Websters’ online dictionary as, “Effectively uniting followers to a shared vision that offers true value, integrity, and trust to transform and improve the organization and/or society.”¹⁷ To witness a true visual example of military leadership, one only needs to watch the movie, “We Were Soldiers.” In the movie Lieutenant Colonel (Lt Col) Hal Moore is a dutiful U.S. Army officer, intensely committed to training his men before they go to Vietnam. At a ceremony prior to their departure for Vietnam, Lt Col Moore gives the following speech:

Look around you. In the 7th Cavalry, we got a captain from the Ukraine, another from Puerto-Rico. We got Japanese, Chinese, blacks, Hispanics, Cherokee Indians, Jews and Gentiles--all American. Now here in the States, some men in this unit may experience discrimination because of race or creed, but for you and me now, all that is gone. We’re moving into the valley of the shadow of death, where you will watch the back of the man next to you, as he will watch yours, and you don’t care what color he is or by what name he calls God...Let us understand the situation. We’re going into battle against a tough and determined enemy. I can’t promise you that I will bring you all home alive, but this I swear, before you and before almighty God: That when we go into battle, I will be the first one to set foot on the field, and the last to step off. And I will leave no one behind. Dead or alive, we will all come home together. So help me God.¹⁸

It is in the last few words, “I will be the first one to set foot on the field, and the last to step off”--that one sees leadership come alive. Leadership comes in many forms but most measure leadership by one’s actions and not by their words. Lt Col Moore led his men in training before departing for Vietnam; he led them in battle while in Vietnam; and his foot was the last to leave the Vietnam battlefield. Uniting followers to a shared vision that transforms and improve the organization defines leadership. So what then is management?

Management defined

The word management is defined by Websters' online dictionary as, "The art or science of directing, conducting, and administering the work of others to achieve defined objectives."¹⁹ Management consists of various traits: planning, organizing, staffing, and monitoring, just to name a few. Each of these management traits is extremely important in keeping any organization, military or otherwise, ahead of its peers, but it is drastically different from leadership.

Planning helps everyone in the organization with not only the short-, medium-, and long-range visions but also with stabilizing the organization for its daily processes. Organizing allows an individual or a team to maximize its efforts within the resource constraints to accomplish daily, short-, medium-, and long-term goals. Staffing is the process of analyzing capabilities whereby one recruits and/or hires additional members in an effort to keep the organization healthy. Finally, monitoring provides the overarching aspect of management that allows one to check the progress of an organization against its set goals. Analyze any organization or squadron and you will see each of these management traits functioning behind the scenes. Management is like an engine in a vehicle--when well maintained, it functions behind the scenes, as it should; but it is the driver of that vehicle that leads the way.

Leadership & Management Summary

John P. Kotter in his book, *Leading Change*, speaks to the issue of leadership versus management and the problem our country struggles with:

For most of this century, as we created thousands and thousands of large organizations for the first time in human history, we didn't have enough good managers to keep all those bureaucracies functioning. So many companies and universities developed management programs, and hundreds and thousands of people were encouraged to learn management on the job. And they did. But people were taught little about leadership. To some degree, management was emphasized because it's easier to teach than leadership.²⁰

The problem of course with the issue of an overabundance of managers vice leaders is that the organization pushes its people to do more than they are trained to do. “Someone puts together a plan, hands it to people, and then tries to hold them accountable. Or someone makes a decision and demands that others accept it.”²¹ If the quote above sounds familiar, it is because this is unfortunately how many staffs, wings, groups, squadrons, flights and sections are run in the USAF. Unfortunately, as stated earlier, time constraints and manning shortages force many leaders to just keep their organizations afloat. However, there is a better way; servant-leadership requires one to plan ahead and to mentor/coach his/her subordinates but provides enormous future success for everyone involved. Mentoring and coaching are two examples many are familiar with and they provide a bridge to educate leaders about the servant-leadership philosophy, which is ultimately the bridge to the CSAF transformational vision.

Mentoring is Servant-Leadership

Mentoring is perhaps the most powerful method one can use to strengthen and shape the future leaders entrusted to his/her care. In its broadest terms, it includes the passing down of values, ethics, morals, traditions, concepts, etc. However, the leadership side of mentoring involves concepts like teaching, counseling, friendship, and advising. In many cases, mentoring is a life-long, or at least a career-long process of giving one’s time and resources for the betterment of an individual or a group. This involves leading by example and sharing both successful techniques along with failed attempts. It involves sharing past successes and failures in an effort to impart what one learned, so that the protégé (the one being mentored) can hopefully achieve similar successes and avoid similar failures.

Mentoring is a training program for learning life lessons. It is more than someone imparting token quotes of wisdom during a meeting or around the lunch table. Mentoring

requires the mentor to be organized and the protégé to be willing to learn and grow. In twenty-first century America, it requires the giving of a very precious commodity--a person's time. Lois J. Zachary in her book, *Creating a Mentoring Culture: the Organization's Guide*, addresses the issue of time commitments:

Because time is such a scarce resource, it is begrudgingly allocated, jealously guarded, and enviously resented. Mentoring partners must be able to make and keep time commitments. They need to be flexible enough to adjust to changing circumstances, clear about the time they do have, and savvy in managing their time well. For many individuals, the time commitment truly presents a challenge. Despite best intentions, they find themselves hard pressed to find time for mentoring. Although it is offered willingly, time is also considered the most valuable of commodities, one that busy people are hard pressed to find enough of.²²

Mentoring another individual takes serious dedication from both the mentor and the protégé.

Some days it takes more time than other days and often it requires one to give sacrificially. The other side of the coin involves coaching--a less demanding method used in the business world to help employees reach their potential.

Coaching--a Tool for Servant-Leaders

There are almost as many types of coaching techniques in the world, as there are types of vehicles on the road. One can find everything from a football, baseball, or basketball coach to a life, dating, or health coach. For the purposes of this paper, we will look at the business coach model. Differing from a mentoring relationship, a business coach rarely goes outside the training approaches necessary to help his/her student function well in their career.

The business coach's goal is to assist its trainee with the proper techniques necessary to be a successful employee or business owner. As with many other coaching positions, the business coach will sometimes have as many as twenty to thirty trainees at any one time. So again, unlike a mentor, a business coach works to recognize weaknesses in one's career in order to make him/her a better employee or business owner. He/she will not necessarily have the time

and/or patience to help one pursue other segments of their life. Additionally in a coaching environment, coaches oversee people at various levels, requiring them to adjust their coaching methods depending on their subordinates' talents.

Micki Holliday in her book, *Coaching, Mentoring, and Managing: a Coach's Guidebook*, speaks to what so many business coaches struggle with on a daily basis: "No matter where you are, no matter how many people you put together on a team, you will always experience the same phenomenon. Some team members will perform above expectations...some will perform at an average or standard level...and some will perform at substandard levels."²³ In the USAF, one might not have the luxury of mentoring one or two subordinates. Many times a supervisor must directly lead several subordinates. In this case, coaching will work best because a supervisor simply will not have the time to mentor more than one or two subordinates at a time. However, as a leader, one can have those he/she is mentoring mentor another, thereby growing future USAF leaders and multiplying his/her work force efforts. The idea of multiplying a work force or multiplication in the work place is substantiated in the remainder of the paper.

Servant-Leadership is a solid blend of leadership, management, mentoring and coaching. Servant-Leaders lead their organizations from the front by ensuring their employees have all the necessary tools to properly perform their duties. However, they supervise the process from behind the scenes; they are much more interested in successfully training their subordinates to perform their duties than being out in front to take all the credit. They share success and own failures. Servant-Leaders mentor their people in an effort to build them to their full potential, which in turn brings about a healthier organization. Finally, servant-leaders coach their people, making sure each one is educated and understood at their current performance level. Unlike the example above (in the Leadership & Management summary section) with regards to being given

too much to do without the skills to accomplish the job, a coach pushes his/her people to excel yet prepares them to succeed. Servant-Leadership is a force multiplier. Instead of each person only accomplishing his/her assigned tasks, servant-leadership elevates everyone in the organization to new heights and thus elevates the entire organization. Historically, the term servant-leadership has only been around just shy of forty years; however, many leaders gave themselves to the service of many well before the term existed.

Historical Servant-Leadership

Dr. Robert K. Greenleaf, the father of servant-leadership, believed in something radically different from the strict authoritative or dictator style leadership. Dr. Greenleaf wrote his first essay on servant-leadership in 1970. On the Greenleaf Center for Servant-Leadership website, the following is an excerpt from that essay:

The servant-leader *is* servant first. It begins with the natural feeling that one wants to serve, to serve *first*. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is *leader* first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions. The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature.”²⁴

Before moving forward, I invite you to read the brief descriptions of each of the ten characteristics of servant-leadership in the appendix. Being acquainted with these characteristics should help you decide which servant-leader characteristics you want to concentrate on in your organization.

Dr Greenleaf “was unimpressed with leaders who assumed a dominant role over their organizations by placing themselves and their ideas at the pinnacle and relying on downward direction and pressure to influence action. Instead, he advocated coaching, mentorship and development of employees. For him, it was not about the success of the leader, it was about the long-term health of the organization and success of its employees.”²⁵

History is filled with great strategists like Alexander the Great and Napoleon Bonaparte; both were remarkable leaders in their own right but far from what can be labeled servant-leaders. Ironically, there are many historical examples of people who were servant-leaders well before the philosophy existed. People like Mohandas Gandhi and Dr. Martin Luther King Jr. come to mind when one thinks of a servant-leader. Each in his own way led their followers or subordinates through difficult times with a servant's heart. Neither of these men was driven by blind ambition or a desire to gain great wealth and power. They led in a way that drew brilliant leaders to themselves by allowing their followers/subordinates to be a significant part of the mission.

Dr. Martin Luther King Jr. and a Dream

After receiving his doctor of philosophy degree from Boston University's School of Theology, Dr. Martin Luther King Jr. could have stayed in the North where he received two job offers.²⁶ Instead, he decided to return to the South. "I went back to the South mainly because I felt that there were great opportunities there to transform a section of the country into something rich. I mean rich in spirit--and beautiful."²⁷ He was a leader that took an opportunity to transform a portion of the United States through nonviolent means. Dr. King took the hard road. Instead of remaining in the "comfortable" North and probably living a very contented life, he decided to return to the South and fight for what he believed in--freedom and equality.

Dr. King was a man who knew that employing nonviolent means to wrestle with societies, states and even the U.S. government would never lead to swift acting change; yet, the change he sought was worth the wait. He walked and talked with civic leaders, mayors, U.S. Presidents and even Pope Paul VI.²⁸ He was not one to tire easily or to give in to the thousands of followers that were impatient for change and wanted to turn to violence. He knew that lasting

change required unconditional resolve. “As a rule, Martin largely ignored the daily personal attacks--preferring, rather to focus on his long-term goals and strategies.”²⁹

Ultimately, it was Dr. King’s March and his “I have a Dream” speech in Washington that calls many to remember his life work. However, it was his ideals and leadership style and his desire for change that caused his life to count for so much. Dr. King was a true servant-leader. He got his message across to co-workers and government leaders alike by learning to speak their language. He worked to obtain the right information from the right people and kept the channels of communication open within and outside his organization. He fostered growth and cooperation by empowering those who worked for him, and he handled defeat by turning setbacks into positive outcomes. Throughout his tenure as the leader of the Southern Christian Leadership Conference (SCLC), Dr. King had many opportunities to practice the traits listed above.

Rather than giving up or turning away from a challenge, Dr. King would ask himself a simple question: “All right, this issue is not going away. How can we turn it around and make it work for us?”³⁰ At the crossroads of each problem, he knew he had two choices: he could quit or he could press forward by transforming the suffering into a creative force.³¹ The latter always prevailed and he committed his life to what would later be coined as “The Ten Characteristics of Servant-Leadership: Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Foresight, Stewardship, Commitment to the Growth of People, and Building Community.” The legacy of Dr. King and all he stood for as a leader lives through what Dr. Greenleaf has termed servant-leadership. Dr. King’s legacy still influences and unites people today; his leadership philosophy was not a designed to be short-term fix. It continues today because he worked from the bottom-up to effect change in the lives of those he led.

The Transforming Power of Servant-Leadership

So what are the defining qualities of a Servant-Leader? According to Dr. Ann McGee-Cooper in her article, “Servant-Leadership: A Powerful Tool for Fast Change,” servant-leadership is first and foremost, “a deep belief in the unlimited potential of each person and that it is the leader's role to invite, develop, and encourage this valuable resource. This is sharply different from those who see themselves as leader first who are motivated by the need for power, prestige and/or material rewards.”³² Servant-Leadership empowers others to lead and strengthens an organization by strengthening the people within that organization. Using football as an analogy, servant-leadership can be witnessed through a quarterback leading his team while on and off the field.

A football team has both offensive and defensive leaders, but the quarterback is often the team leader. The quarterback sets the stage; he is a leader, manager, mentor, and coach all at the same time. He listens, encourages, trains, and motivates players on both sides of the ball in an effort to orchestrate a win for the team. The great ones--Johnny Unitas, Bart Starr, Joe Montana, Brett Favre, etc., are always remembered and are associated with winning legacies. On the other side of the coin are those players that draw attention to themselves for simply doing their job. Think about it for a minute. It is easy to identify one who is out on the field for his own glory, just as it is easy to see one within an organization that is out for his/her own glory. Striving for more by being a servant-leader will impact you, your subordinates, as well as your organization, and finally it will help to transform the USAF by building servant-leaders for tomorrow.

The Impact of Servant-Leadership on You

As stated earlier in this paper, I believe leaders are molded and grown. You as the leader can have an instrumental impact on your people. Many if not all subordinates look to their

leaders for more than just direction; your people want you to lead them with a contagious passion for success. Ronald Fogleman, retired General and former Chief Staff of the Air Force, wrote the following on the impact a true leader has on his/her organization: “I have also found that the main difference between units that perform at their maximum potential and those that fail is usually their leadership. Of course, it is rare that you find a unit that has all good or all bad leaders; however, the point I want to stress is that a *single individual* in a position of leadership can make the difference between a unit’s success or failure.”³³ As the leader of your organization, squadron, flight, or section, you set the stage for success or failure. You, by the virtue of your position, have the power to influence your subordinates’ current and future successes.

By leading as a servant-leader, you help others to grow thus influencing the success of the whole organization. You gain benefits as a leader through the concept of multiplication. Servant-Leadership allows you to build a healthy functioning organization, which in turn produces better results. Greenleaf said, “The people who staff the institution do the “right” things at the right time--things that optimize total effectiveness--because the goals are clear and comprehensive and they understand what ought to be done. Workers believe there are right things to be done, and they take the necessary actions without being instructed.”³⁴ How many times in your career have you desired to lead an organization that functions as a whole? Think about those who work for you and the results you normally attain after giving a subordinate a project. You may be able to think of one or two superstars in your organization that consistently provide a quality product every time. What if everyone or nearly everyone in your organization was as reliable as your one or two superstars were? Servant-Leadership’s concept of

multiplication is about obtaining the same or similar results from each member in your organization.

In the process of creating a better work environment, you will change lives forever. Some of your subordinates have never had a person in their life--like a teacher, coach, supervisor or even a parent genuinely care for them as an individual. By showing them that you care for their well-being, for their future as a leader in the USAF, and ultimately for their family, you are developing them into the next generation of servant-leaders. By connecting them to something larger than themselves or than the shop they work in, you are giving them a purpose. “What leaders need to realize is that people would much rather live a life dedicated to an idea or a cause that they believe in, than lead a life of aimless diversion. Effective leaders are all about cause and meaning--creating a shared sense of purpose because people need purpose.”³⁵ It sounds like a simple concept to grasp but many of us do not think of our daily lives in these terms. Ultimately, servant-leadership gives you as the leader more time to build and steer the organization instead of just maintaining the status quo. The benefits for you (the servant-leader) are but the tip of the iceberg; as is witnessed throughout this paper many benefits are for those you lead.

The Impact of Servant-Leadership on Those You Lead/Serve

A Commitment to the Growth of People is the second characteristic of servant-leadership I addressed above. No one wants to feel as if they are just a stepping-stone for your advancement through the ranks, yet many USAF members have experienced this feeling in their careers. By committing to grow your people as leaders and by giving them purposeful duties, you are building their self-worth and helping them to become servant-leaders themselves. Part of being a servant-leader is allowing subordinates in your organization to lead. “Even the ablest

leaders will do well to be aware that there are times and places in which they should follow. And a subordinate who seems deficient in one or more of these essential qualities may rise to save the day.”³⁶ By growing servant-leaders in your organization, you will increase productivity, multiply the organization’s efforts, and will ultimately benefit more than just the members themselves because true servant-leadership will have a tremendous impact on your subordinates’ families.

By meeting the professional needs of your people and by showing them their importance to the mission, you are meeting their family’s needs as well. A lack of communication or miscommunication only breeds doubt and fear. By helping your subordinates grasp their role in the larger USAF picture, you are increasing communication at work and hopefully at home. When your subordinates can effectively communicate your unit’s mission and are passionate about their responsibilities, their families are more likely to be equally committed. The strength of unit cohesion runs much deeper than the military member and is enhanced when families understand and become a part of the overall mission.

In Air Force Instruction 36-2618, “*The Enlisted Force Structure*,” guidance is given on the various levels or tiers of leadership throughout the enlisted ranks. “The enlisted force is comprised of three distinct and separate tiers, each correlating to increased levels of training, education, technical competence, experience, leadership, and managerial responsibilities.”³⁷ The tiers listed below give USAF leaders a framework into how to best utilize the talents and experiences of their enlisted force. It should be mentioned that in many cases junior officers, specifically Lieutenants, fit into the Airman tier in terms of experience.

The Airman Tier: This tier consists of Airman Basic, Airman, Airman First Class, and Senior Airman. Airmen are initially focused on adapting to the requirements of the military profession, achieving technical proficiency, and learning how to be highly productive members of the Air Force. Once they are promoted to Senior Airman, they

begin to exercise limited supervision and leadership as they prepare for increased responsibilities, while continuing to broaden their technical skills.

The NCO Tier: This tier consists of Staff Sergeants and Technical Sergeants who, in addition to continuing their technical growth and becoming expert hands-on technicians, also serve as first line supervisors. NCOs ensure their team members work together to accomplish the mission. NCOs are responsible for training and developing the Airmen they supervise into the NCOs of the future. They also continue to develop their own leadership skills in preparation for increased responsibilities.

The SNCO Tier: This tier consists of the top three ranks of the enlisted force structure: Master Sergeant, Senior Master Sergeant, and Chief Master Sergeant. SNCOs are a critical component of the Air Force's ability to project air power. SNCOs have a great deal of experience and leadership ability, which they use to leverage resources and personnel against a variety of mission requirements. The SNCO's primary focus is on accomplishing the organization's mission through the skillful use of teams. They also concentrate on further developing their teams and people, both technically and professionally. They participate in the decision-making process, as appropriate, on a variety of technical, operational, and organizational issues. A few go on to serve at the highest levels in the Air Force as strategic leaders and managers.

Some may ask why this information is important to a Servant-Leadership paper. The answer is simply that there are a few key concepts in each enlisted tier that every USAF leader--Airman to General--must focus on in order to become a successful servant-leader.

At the Airman tier, training and the broadening of their technical skills remains the primary focus; however, that is not to say they are not ready to lead. In fact, a smart leader will get their Airmen or newly assigned Lieutenant involved in important decision-making processes early and often to help them mature as a leader. "When leaders practice ownership rather than stewardship, they elevate the leader's role above other roles in the organization. Servant-Leaders push power down to their subordinates; they do not solely focus on maintaining control and independent decision-making at the highest levels of the organization."³⁸ Many times just getting people involved in the larger process and allowing them to see how the decisions are made at the next level gives them a better understanding of how they fit into the strategic picture. Those who have the power to make change at this tier are the NCOs.

According to *The Enlisted Force Structure*, NCOs are “responsible for training and developing the Airmen they supervise into the NCOs of the future,” as well as developing their skills as future leaders. NCOs have long been referred to as the “backbone” of the USAF. When I think of the backbone of the USAF, I think of Staff Sergeants and Technical Sergeants. Unlike any other tier in the USAF, they are the men and women bridging the gap and accomplishing the mission at the tactical level. As “servant-leaders they are enablers of others. They function as shepherds who nudge and guide their followers most of the time from the rear of the flock, yet will eagerly take the forefront on the difficult issues or problems beyond their follower’s capabilities.”³⁹

The tiers described in *The Enlisted Force Structure* pamphlet show a gradual increase in levels of responsibility and experience. The same can be said for the development of leadership potential. “It doesn't happen in a two-week course or even a four-year college program, although both can help. Most complex skills emerge over decades, which is why we increasingly talk about “lifelong learning.”⁴⁰ At the SNCO tier, leaders are “seasoned” veterans, ready to “accomplish the organization’s mission through the skillful use of teams.” Greenleaf provided a litmus test that will enable leaders to know if they have succeeded. He indicated success is achieved “if those served grow as persons, become healthier, wiser, freer, more autonomous, and more likely themselves to become servants. He also believed it was important no one knowingly hurt another, directly or indirectly.”⁴¹ So to ensure the proper training, continued growth and encouragement of Airmen and NCOs, the SNCO’s must have an opportunity to view the decision-making processes at the upper levels as well. This is critical to a supervisor’s success as a servant-leader, because it allows them to transform the next generation of servant-leaders.

The Impact of Servant-Leadership on Your Organization

Douglas B. Sosnik, Matthew J. Dowd, and Ron Fournier in their book, *Applebee's America*, say people are “tired of the lies and half-truths; they’re also better educated and informed than in the past which helps them spot a phony. Americans don’t expect their leaders to be perfect, but they want them to acknowledge their mistakes and promise to fix them.”⁴² The USAF as an organization talks about caring for the well-being of its members and their families; however, I believe if asked, many USAF members and their families would say, “We spot a phony!” Most leaders do not purposefully speak out of both sides of their mouths; but with an increased operation’s tempo and the onus to do more with less, they typically default to “getting it done so everyone can go home on time.” With today’s current performance evaluation and stratification process, few will risk delaying results to ensure the unit stays healthy.

There is a similarity between healthy and unhealthy organizations, and it revolves around leadership or a lack thereof.⁴³ There are far too many people focused on “doing things the right way and looking good for their boss rather than striving to do the right thing for the people they lead.”⁴⁴ However, there are successful organizations that are opposed to this faulty “leadership.” Take Southwest Airlines for example. Co-founder and current board chairman, Herbert D. Kelleher, inspired an entire workforce to become successful through the transformational servant-leadership philosophy.

After the disastrous attacks of September 11, 2001 (9-11), many businesses began to lose capital. Aviation was one of the hardest hit industries and thousands upon thousands of airline employees were laid off. Southwest Airlines was the only airline that did not lay off a single person post 9-11. “Following 9-11, Southwest was the only airline not to lay off any workers, not to reduce their flight schedule and the only major airlines to make a profit in

2001!”⁴⁵ In fact, senior ranking pilots, flight attendants, and mechanics all took pay cuts in order to keep their younger co-workers employed--what an example of servant-leadership? As a result, the organization was strengthened; employees were satisfied; and profits were sustainable--all because fellow co-workers sacrificed to keep the team together and the mission on track.

Hunter said the following about his experience with Southwest Airlines, “Whenever I fly Southwest, I continually find a group of people working together to do whatever is necessary to accomplish the mission.”⁴⁶ In Paul Beeston’s internet article entitled, “Belief Model for The Leadership of Herb Kelleher (Southwest Airlines),” he speaks to several of Mr. Kelleher’s influencing leadership thoughts. Under the heading, *Definitions of Beliefs and Values*, one finds comments like, “All decisions are made based on clearly defined corporate values which are communicated clearly and frequently to employees and customers. All are considered equal from the cleaner to the pilot.”⁴⁷ The result was a “flatter” organization centered on teamwork.

Under the heading, *Core Beliefs and Values*, one finds similar comments: “Creating something that you are proud to tell your grandchildren you are part of and desiring to inspire a shared vision with others.”⁴⁸ Finally, under the *leadership* heading one finds comments like: “Focus on what you can control. Share your purpose, vision and values. Be faithful and devoted. Recognize and encourage individuality. Be prepared. Make people heroes. Do not take yourself too seriously. Dare to be vulnerable. Show gratitude to those who support you. Forgive and forget - separate the action from the actor. Mix with the troops. Treat everyone equally. Practice honest communication, etc.”⁴⁹ These ideas are all things we as leaders in the USAF can import into our daily lives in an effort to transform the USAF just as Herbert D. Kelleher did with Southwest Airlines.

Conclusion

As mentioned in the introduction, the CSAF, General Norton A. Schwartz, ended his 2008 AFA speech with the following sentence, “Everyone here is a leader, and we will need everyone’s best effort to make this work a success.” For far too long the USAF has lost quality people by not communicating a vision or by not involving them in the bigger picture. Ensuring the adherence to the standards is mandatory. For the most part USAF leaders do that part well. However, it is the next step of building the future that we need to pursue. We must get past the days of filling out mentoring worksheets to simply meet the requirement and push forward to building future USAF leaders. In addition, forcing a subordinate to accomplish a project they are not trained to do merely sets the entire organization up for failure.

Mentoring and coaching are methods one can employ to begin the Servant-Leadership philosophy in their organization. It all begins when one is willing to give of his/her time and energy for the betterment of the organization. When people begin to see that you, the leader, care more about their needs and the needs of their subordinates, a transformation takes place. This transformation is the force multiplier needed for success. Often times we measure success by the number of sorties flown or the quality of contracts let. What if we began to measure our success by the growth of our people and their accomplishments? Unfortunately, many USAF members view our promotion system as a system that promotes individuals that rise to the top rather than those that help others rise to the top. I would argue that by helping others rise to the top, you will only increase your potential and in doing so will help transform your organization from the bottom up. Remembering that the servant-leadership Dr. Greenleaf describes it not about the success of the leader--it was about the long-term health of the organization and success of its employees.

The CSAF's quest for USAF transformation has begun and the leadership tools are readily available. Leadership in the USAF is difficult and enduring work that requires one many times to exhaustively devote his/her time and energy beyond expectations. Servant-Leadership provides both leaders and followers with long-term, lasting change that can sweep positive transformation throughout an entire organization. By implementing the Servant-Leadership philosophy in your organization, you are multiplying your work force since you are involving and growing additional servant-leaders in your processes. The mentorship and coaching you provide to your subordinates and that they provide their subordinates will eventually create a powerful duplicating practice. The USAF has an enormous amount of highly educated and skilled members; it is our job as leaders to further educate and grow them for the future.

Imagine the impact servant-leadership would have if a cross-section of USAF leaders adopted its philosophy. Dr. Martin Luther King Jr. transformed an entire region and eventually the entire country because he was willing to mentor, coach, and lead from the front when necessary but mainly by involving others in the process. Historically there are similar examples of how servant-leaders transformed their villages, communities, states, and countries. The incredible thing about servant-leadership is it only takes one person to get it started. One person can transform a section, flight, squadron, group, wing, staff, etc. One person can make a lasting difference that starts with their people and spreads across the USAF. Simply put, we cannot continue to run the world's most powerful air force with a *learn-leadership-on-the-fly* attitude. We must invest in our future as a military service by investing our time and efforts in what we call our most valuable asset--people. Will you join the CSAF's quest for transformation?

Appendix

The Ten Servant-Leadership Characteristics⁵⁰

1. Listening: Leaders have traditionally been valued for their communication and decision making skills. Although these are also important skills for the servant-leader, they need to be reinforced by a deep commitment to listening intently to others. The servant-leader seeks to identify the will of a group and helps to clarify that will. He or she listens receptively to what is being said and unsaid. Listening also encompasses getting in touch with one's own inner voice. Listening, coupled with periods of reflection, are essential to the growth and well-being of the servant-leader.

2. Empathy: The servant-leader strives to understand and empathize with others. People need to be accepted and recognized for their special and unique spirits. One assumes the good intentions of co-workers and colleagues and does not reject them as people, even when one may be forced to refuse to accept certain behaviors or performance. The most successful servant-leaders are those who have become skilled empathetic listeners.

3. Healing: The healing of relationships is a powerful force for transformation and integration. One of the great strengths of servant-leadership is the potential for healing one's self and one's relationship to others. Many people have broken spirits and have suffered from a variety of emotional hurts. Although this is a part of being human, servant-leaders recognize that they have an opportunity *to help make whole* those with whom they come in contact. In his essay, *The Servant as Leader*, Greenleaf writes, "There is something subtle communicated to one who is being served and led if, implicit in the compact between servant-leader and led, is the understanding that the search for wholeness is something they share."

4. Awareness: General awareness, and especially self-awareness, strengthens the servant-leader.

Awareness helps one in understanding issues involving ethics, power and values. It lends itself to being able to view most situations from a more integrated, holistic position. As Greenleaf observed: "Awareness is not a giver of solace--it is just the opposite. It is a disturber and an awakener. Able leaders are usually sharply awake and reasonably disturbed. They are not seekers after solace. They have their own inner serenity."

5. Persuasion: Another characteristic of servant-leaders is a reliance on persuasion, rather than on one's positional authority, in making decisions within an organization. The servant-leader seeks to convince others, rather than coerce compliance. This particular element offers one of the clearest distinctions between the traditional authoritarian model and that of servant-leadership. The servant-leader is effective at building consensus within groups. This emphasis on persuasion over coercion finds its roots in the beliefs of the Religious Society of Friends (Quakers)--the denominational body to which Robert Greenleaf belonged.

6. Conceptualization: Servant-leaders seek to nurture their abilities to *dream great dreams*. The ability to look at a problem or an organization from a conceptualizing perspective means that one must think beyond day-to-day realities. For many leaders, this is a characteristic that requires discipline and practice. The traditional leader is consumed by the need to achieve short-term operational goals. The leader who wishes to also be a servant-leader must stretch his or her thinking to encompass broaderbased conceptual thinking. Within organizations, conceptualization is, by its very nature, the proper role of boards of trustees or directors. Unfortunately, boards can sometimes become involved in the day-to-day operations--something that should always be discouraged--and, thus, fail to provide the visionary concept for an institution. Trustees need to be mostly conceptual in their orientation, staffs need to be mostly

operational in their perspective, and the most effective executive leaders probably need to develop both perspectives within themselves. Servant-leaders are called to seek a delicate balance between conceptual thinking and a day-to-day operational approach.

7. Foresight: Closely related to conceptualization, the ability to foresee the likely outcome of a situation is hard to define, but easier to identify. One knows foresight when one experiences it. Foresight is a characteristic that enables the servant-leader to understand the lessons from the past, the realities of the present, and the likely consequence of a decision for the future. It is also deeply rooted within the intuitive mind. Foresight remains a largely unexplored area in leadership studies, but one most deserving of careful attention.

8. Stewardship: Peter Block (author of *Stewardship* and *The Empowered Manager*) has defined stewardship as "holding something in trust for another." Robert Greenleaf's view of all institutions was one in which CEO's, staffs, and trustees all played significant roles in holding their institutions in trust for the greater good of society. Servant-leadership, like stewardship, assumes first and foremost a commitment to serving the needs of others. It also emphasizes the use of openness and persuasion, rather than control.

9. Commitment to the growth of people: Servant-leaders believe that people have an intrinsic value beyond their tangible contributions as workers. As such, the servant-leader is deeply committed to the growth of each and every individual within his or her organization. The servant-leader recognizes the tremendous responsibility to do everything in his or her power to nurture the personal and professional growth of employees and colleagues. In practice, this can include (but is not limited to) concrete actions such as making funds available for personal and professional development, taking a personal interest in the ideas and suggestions from everyone,

encouraging worker involvement in decision making, and actively assisting laid-off employees to find other positions.

10. Building community: The servant-leader senses that much has been lost in recent human history as a result of the shift from local communities to large institutions as the primary shaper of human lives. This awareness causes the servant-leader to seek to identify some means for building community among those who work within a given institution. Servant-leadership suggests that true community can be created among those who work in businesses and other institutions. Greenleaf said, "All that is needed to rebuild community as a viable life form for large numbers of people is for enough servant-leaders to show the way, not by mass movements, but by each servant-leader demonstrating his or her unlimited liability for a quite specific community-related group."

End Notes

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- ¹ Fulton, *Common Sense Leadership*, viii.
 - ² Spears, *Focus on Leadership*, 295.
 - ³ Ibid., 295-296.
 - ⁴ Schwartz, "AFA Convention Keynote," 3.
 - ⁵ Ibid., 23.
 - ⁶ Spears, *Focus on Leadership*, 7.
 - ⁷ Ibid., 245.
 - ⁸ Ibid., 247.
 - ⁹ Ibid., 251.
 - ¹⁰ Ibid., 9-10
 - ¹¹ Hunter, *The World's Most Powerful*, 168.
 - ¹² Ibid., 10.
 - ¹³ Spears, *Focus on Leadership*, 242.
 - ¹⁴ Keith, *The Case for Servant-Leadership*, 43.
 - ¹⁵ Hunter, *The World's Most Powerful*, 32/33.
 - ¹⁶ Richards, "Practical Leadership," 360.
 - ¹⁷ Websters Online Dictionary, (accessed December 23, 2008).
 - ¹⁸ We Were Soldiers Movie Quote (accessed January 30, 2009).
 - ¹⁹ Websters Online Dictionary, (accessed December 24, 2008).
 - ²⁰ Kotter, *Leading Change*, 27.
 - ²¹ Ibid., 29.
 - ²² Zachary, *Creating a Mentoring Culture*, 62.
 - ²³ Holliday, *Coaching, Mentoring and Managing*, 37.
 - ²⁴ Greenleaf Center for Servant-Leadership, home page.
 - ²⁵ Hammond, "Servant-Leadership and Crisis," 8-9.
 - ²⁶ Phillips, *Martin Luther King*, 29.
 - ²⁷ Ibid., 39.
 - ²⁸ Ibid., 89.
 - ²⁹ Ibid., 297.
 - ³⁰ Ibid., 302.
 - ³¹ Ibid., 303.
 - ³² McGee-Cooper, "Servant-Leadership," 1.
 - ³³ Fogleman, "The Leadership-Integrity Link," 32.
 - ³⁴ Greenleaf, *On Becoming a Servant-Leader*, 51.
 - ³⁵ Spears, *Focus on Leadership*, 104.
 - ³⁶ Greenleaf, *On Becoming a Servant-Leader*, 114.
 - ³⁷ Air Force, *The Enlisted Force Structure*, 3.
 - ³⁸ Hammond, "Servant-Leadership and Crisis," 5.

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- ³⁹ Van Heest, "Is the Servant-Leader leadership Model," 5.
- ⁴⁰ Kotter, *Leading Change*, 165/166.
- ⁴¹ Greenleaf, *On Becoming a Servant-Leader*, 123.
- ⁴² Sosnik, Dowd, Fournier, *Applebee's America*, 15.
- ⁴³ Hunter, *The World's most powerful*, 28.
- ⁴⁴ *Ibid.*, 29.
- ⁴⁵ McGee-Cooper, *Lessons on Layoffs*, 1.
- ⁴⁶ *Ibid.*, 37.
- ⁴⁷ Beeston, "Leadership of Herb Kelleher," 1.
- ⁴⁸ *Ibid.*, 1.
- ⁴⁹ *Ibid.*, 1.
- ⁵⁰ Spears, *Focus on Leadership*, 5-8.

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